



DEPUTY UNDER SECRETARY OF DEFENSE FOR
LOGISTICS AND MATERIEL READINESS
3500 DEFENSE PENTAGON
WASHINGTON, DC 20301-3500

October 17, 2003

MEMORANDUM FOR JOINT LOGISTICS BOARD

SUBJECT: **Force-centric Logistics Enterprise**

As we continue to make progress in the transformation of defense logistics, I am pleased to introduce the second phase of the Future Logistics Enterprise (FLE). This implementation stage has been renamed the **Force-centric Logistics Enterprise**. To meet our transformation goals, we must recognize that the future is now, and our customers come first.

During this key phase, program benefits will be demonstrated through: land, air, and sea implementation pilots; improved weapon system support through performance-based logistics and industry collaboration; execution of performance agreements between organic sources of supply and key customers to enhance logistics support; examination of mission capability improvements to increase end-to-end distribution performance; and, evaluation of how knowledge gained from new integrated systems and tools provides better situational awareness.

Through the **Force-centric Logistics Enterprise**, we will continue to develop knowledge-enabled logistics through our continued work with the Services, the United States Transportation Command, the United States Joint Forces Command, and the Defense Logistics Agency on implementing the Logistics Enterprise Architecture, and with additional tools such as Radio Frequency Identification tags and Unique Identification. We will integrate logistics with operational planning, financial management, and acquisition, in order to effect the changes necessary to achieve The Quadrennial Defense Review requirements and to support network-centric structures. Jointly, across all the Services, we are also ensuring logistics transformation by measuring our performance and balancing requirements, investments, and risk through use of a Balanced Scorecard. Measurements will include force closure rates, force readiness rates, logistics chain reliability, predictability and affordability.

Moving forward, please refer to the FLE as the **Force-centric Logistics Enterprise** in all relevant communications within your Service, Agency, Organization or Command. In addition, each Joint Logistics Board member has a communications representative who is serving on the Integrated Logistics Communications Team (ILCT). Communications efforts on FLE progress and programs should be channeled through this combined service team. The ILCT functions as a subcommittee to the Change Management Group.

Thank you for your continued support of this transformation initiative.

Diane K. Morales

For more information, please visit:
http://www.acq.osd.mil/log/logistics_materiel_readiness/

